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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Understand aspects of projects in organisations: This section of the exam measures the skills of Procurement Project Managers and covers the fundamental aspects that influence how projects operate within organisations. It explores the distinction between programmes and projects, stakeholder management, and how key measures such as cost, quality, and delivery impact project success. Candidates also study factors leading to project success or failure, work breakdown structures, and how project structures and resources align with supply chain relationships. It further includes understanding sub-contracting, consortiums, and project partnerships, as well as analysing project resources through scheduling, technology systems, and financial management. The section concludes with the project life cycle, from initiation and implementation to closure and review.
Topic 2	<ul style="list-style-type: none">Understand the concept of organisational change and how it can be achieved: This section of the exam measures skills of Change Management Specialists and covers the core concepts and types of organisational change, including evolutionary, adaptive, revolutionary, and reconstructive change. It examines how internal and external factors such as SWOT and PEST analyses, innovation, and management restructuring, drive transformation. Learners evaluate how organisations respond to change, including resistance, skepticism, and the need to maintain progress during turbulent environments. It also addresses methods for managing and sustaining change through communication, empowerment, incremental adjustments, and lean methodologies, while distinguishing between hard and soft change processes.
Topic 3	<ul style="list-style-type: none">Understand approaches to the planning and management of projects and change initiatives: This section of the exam measures the skills of Strategic Operations Managers and covers the planning and governance frameworks necessary for effective project and change management. It includes corporate governance structures such as project boards, reporting systems, and initiation documents. Learners examine common project objectives that balance cost, quality, and time while promoting sustainability and community impact. Additionally, this section delves into risk management approaches, including identification, simulation, and accountability within supply chains. It concludes with an analysis of planning methodologies such as sequencing, network analysis, PERT, CPM, and the use of Gantt charts to ensure efficient project execution and control.

CIPS Project and Change Management Sample Questions (Q49-Q54):

NEW QUESTION # 49

_____ involves deining which risks are likely to affect a project and documenting the characteristics of each.

- A. Identifying risks
- B. Performing qualitative risk analysis
- C. Planning risk management
- D. Performing quantitative risk analysis

Answer: A

NEW QUESTION # 50

The influence of the supply chain network can enable an organisation to benefit from increased absorptive capacity. What is meant by 'absorptive capacity'?

- A. the capacity to work with a larger volume of supply network partners
- B. the ability to apply new information and add value to the organisation
- C. agility within the organisation to respond quickly to change
- D. the capability to deal with fluctuations in prices

Answer: B

Explanation:

Absorptive capacity is the organisation's ability to recognise, assimilate, and apply new knowledge from external partners to improve performance and add value.

Reference: CIPS L5M8 Study Guide, p.29.

NEW QUESTION # 51

_____ involves doing whatever you can to make sure the positive risk happens.

- **A. Risk exploitation**
- B. Risk enhancement
- C. Risk acceptance
- D. Risk sharing

Answer: A

NEW QUESTION # 52

Which of the following is true of low-end tools of the project management software?

- A. they are referred to as an enterprise project management software
- **B. they provide basic project management features**
- C. their main advantage is that they have unlimited functionality
- D. they are designed for especially large projects with multiple users

Answer: B

NEW QUESTION # 53

The stakeholder register is the output of the _____ process of project stakeholder management.

- A. planning
- **B. executing**
- C. monitoring and controlling
- D. initiating

Answer: B

NEW QUESTION # 54

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